

**SCHOOL BOARD RULES AND POLICIES
FOR THE
DISTRICT ADMINISTRATOR**

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SECTION I - School Board Powers and Duties

The School Board of the School District of South Shore shall have all powers and duties prescribed by Wisconsin Statutes Chapter 120.

Section II – School Board – Administrator Relationship

- A. It is the policy of the School District of South Shore Board of Education to recognize the district Administrator as the educational leader of the District. The District Administrator shall be provided the flexibility to develop rules, regulations and procedures for the district as based on the board's policies. The board shall operate within its duties and powers as set down in Wisconsin Statutes. All other matters are delegated to the District Administrator.
- B. A member of the School Board cannot act for the Board on any matter unless officially delegated by the board with the authority to do so. Members shall refrain from involving themselves in administrative matters and from asking the District Administrator for personal considerations. Board members shall refer all non-action matters and criticisms to the District Administrator.
- C. Cooperation is the key to good teamwork. This applies to policy development, District organization and operation, bond issues, building plans and procedures, site selection, insurance, salaries, transportation, food services, instructional services, and developmental plans for new programs. The team should recognize the need for continuous programs. The team should recognize the need for continuous evaluation of all the functions and services of the school system. Agreements must be reached for the program of public relations.
- D. All members of the team should be present when the business of the School District is being conducted. All should feel secure in the performance of their respective duties.
- E. When the business of the district is being conducted, the welfare and concern for children and youth must be kept in the forefront.
- F. It is the function of the School board-administration to maintain management rights during the negotiation process.

SECTION III – Administrative Goals

- A. Proper administration of the School District of South Shore is most vital to a successful educational program. It is our philosophy that we have a collaborative team working collectively to form the solidarity needed for our educational system. The general purpose of the district's administration shall be to coordinate and supervise, under the policies of the Board, the creation and operation of an environment in which students work and learn most effectively. Administrative duties and functions should be appraised in terms of the contributions made to improving instruction and learning.
- B. The Board shall rely on its chief executive officer, the District Administrator, to provide at the District level the professional administrative leadership demanded by such a far-reaching goal.
- C. The District's administrative organization shall be designed so that all divisions and departments of the school are part of a single system guided by Board policies, which are implemented through the District Administrator. Team members are all expected to administrator their units in accordance with Board policy and the District Administrator's rules and procedures.
- D. The District Administrator and/or administrative team members shall have the authority and responsibility necessary for his or her specific assignment. Each shall likewise be accountable for the effectiveness with which the administrative assignment is carried out. The board shall be responsible for clearly specifying requirements and expectations of the Administrator, then holding the Administrator accountable by evaluating how well those requirements and expectations have been met. In turn, the Administrator shall be responsible for clearly specifying requirements and expectations for all other administrative team members, then holding each accountable by evaluating how well requirements and expectations have been met.
- E. Major goals of administration in the School District of South Shore are:
 - 1. To collaboratively direct with the appropriate staff the District's various departments, units and programs effectively.
 - 2. To provide professional advice and counsel to the Board and to advisory groups established by the Board.
 - 3. To implement the management function so as to assure the best and most effective learning programs, through achieving such subgoals as:
 - a. keeping the District abreast of current educational developments;

- b. developing staff to establish and operate learning programs that better meet learner needs;
- c. coordinating cooperative efforts to improve learning programs, facilities, equipment, and materials; and
- d. providing access to the decision-making process by staff, students, parents, and the public in order to facilitate the communication of ideas.

SECTION IV – School District Administrator Performance Responsibilities

- **Job Goals:** The District Administrator is the chief executive officer of the School District of South Shore. He/she shall act in accordance with policies, rules, and regulations established by the Board of Education and laws and administrative regulations of the State of Wisconsin.
- **The administration of the School District should be delegated to the District Administrator. He/she will insure the implementation of policies in the best interest of students in the School District.**
- **Reports To:** Board of Education
- **Supervises:** The District Administrator has the responsibility for the direct supervision of all employees and for maintaining an effective supervisory program.

Performance Responsibilities:

A. Policy and Contract Administration

1. Coordinate management of the District in concert with all administrative personnel.
2. Serve as the professional advisor to the Board of Education in the formulation of policies for the school system and shall execute the policies adopted by the Board of Education. He/she shall have the responsibility to make rules and regulations to govern routine matters of the School District operation.
3. Make sure that District policies are administered fairly and consistently.
4. Carry on policy evaluation and revision and make recommendations to the Board for proposed changes.

B. Negotiations

1. Work closely with the financial manager to provide complete information to the School Board to clarify issues under

discussion and act as a general resource person in carrying out the negotiation process.

2. Conduct research, gather information, and provide general assistance to the School Board on those issues under consideration.
3. Participate in the negotiation discussion both as a resource person and as a leader promoting the goals of public education.

C. Planning

1. Help to establish both short and long range goals of the District with input from staff.
2. Foster new ideas, act as a catalyst for change and innovative thinking and accept accountability for the overall effectiveness.
3. Establish and maintain a chain of command or organizational system with clearly defined lines of authority and responsibility for all members of the school staff and be responsible for the proper administration of the school.
4. Assume full responsibility for making all recommendations to the Board of Education on all phases of school operation after soliciting input from the staff.
5. Be responsible for the planning and use of all school facilities, control and supervision of all school buildings, grounds, and equipment, subject to the policies and regulations adopted by the Board of Education.
6. Recommend plans for long-range maintenance program of renovations of the school property and for new construction and insure that all such plans, once approved by the Board of Education, are properly executed.
7. Keep the Board of Education informed on the School District's progress toward achieving its goals and objectives.

D. Conflict Resolution

1. Hear suggestions or complaints regarding the operation of the schools and with the administrative staff, make decisions in matters of controversy between the various school employees, pupils, parents of pupils, or other when the controversies relate to school affairs.

E. Budgeting and Financial Planning

1. Be responsible for and cooperate with the financial manager in the preparation of a School District budget, which complies with Board policy and state law.

2. Work closely with the financial manager and jointly lead the discussion of the proposed budget during the Annual District Meeting.

F. Supervision and Evaluation

1. Ensure that a staff supervision and evaluation program is carried out throughout the District.
 - a. A written evaluation of all staff members shall be done on an annual basis.
 - b. All teachers with less than 4 years with the district shall be evaluated in writing at least twice annually.
2. Assume complete responsibility for the evaluation of personnel.
3. Provide supervision of all instruction and the control and management of all pupils.

G. Staff Relations

1. Conduct positive personnel practices within the District.
2. Make recommendations to the Board regarding the employment and promotion of personnel.
3. Maintain communication between the District Administrator and all employees and keep the Board apprised, when necessary.

H. Staff Recruitment and Development

1. Be responsible for recruitment, selection, and assignment of all employees needed by the School District.
2. Be responsible for the development, maintenance, and operation of a constructive program of in-service training and education for all employees of the school system.

I. School-Community Relations

1. Ensure that the District maintains positive school-community relations. This will be a cooperative effort between the Board, administrative team members, teachers and support staff.
2. Keep the parents and the community apprised of the status of the schools and their programs.
3. Serve as an advocate for students and their educational programs.
4. Be present at as many all-school activities as possible.

J. Curriculum

1. Exercise leadership in the areas of curriculum assessment and development.

K. Discipline

1. Make certain that fair and equal treatment of all employees and students is maintained throughout the District.
2. Ensure that policies and procedures are established for students' rights, responsibilities and discipline.
3. Administer employee and student discipline fairly and consistently in accordance with all policies, contracts and laws.
4. Suspend employees or students when deemed necessary and in accordance with Wisconsin law.
5. Will recommend to the Board of Education dismissal of employees.
6. Will advise the board in student expulsion hearings.

L. Communication

1. Maintain internal and external communications.
2. Keep the Board of Education apprised of the success of policies adopted, the general condition of the school system, and problems requiring Board of Education consideration.
3. Notify all members of the Board of Education of all regular and special meetings, and attend all meetings of the Board of Education, except at the discretion of the Board.

M. Transportation

1. Supervise the transportation of pupils to ensure that such service is conducted in accordance with State Statutes and Board policies.
2. Authorize the closing of school when in his/her judgment inclement weather or other conditions makes transportation and safety of pupils and staff hazardous. The School board shall review school days lost because of inclement weather or other reasons and may reschedule the school calendar to make up time lost.
3. Make recommendations to the Board concerning the transportation of pupils in accordance with the law and the requirements of safety.

N. Other Responsibilities

1. May delegate to a subordinate any of the responsibilities and duties, which the Board of Education has entrusted to him/her, but in every instance, he/she shall continue to be responsible and accountable to the Board of Education for the execution of the responsibilities and duties delegated.

2. Perform any and all other duties prescribed by Wisconsin law, the Board of Education, State Superintendent of Public Instruction, or that are self-initiated.

SECTION V – Procedure for Evaluation of the District Administrator

The Board of Education shall evaluate the Administrator's performance as follows:

- A. Once each year, between June and August, the Administrator will meet with the Board to establish a minimum of three District or personal goals, which will be addressed during the coming school year. Because of the strong possibility that the discussions related to goal setting may involve personnel and/or personal considerations, the discussion will be in Closed Session. However, when appropriate, the finalized goals will be acted upon in Open Session made public through proper sources. It is the Administrator's responsibility to submit recommended goals to the Board as part of the agenda during this meeting.
- B. Once each year, in December, the Board and Administrator will jointly review the Administrator's job description as outlined in the District policies to ensure that it accurately reflects both Board expectations and the realities of the day-to-day responsibilities. When appropriate, the job description will be modified through official Board action.
- C. Each December the board will review the Administrator's performance and prepare a written evaluation of the Administrator's performance based on:
 1. Strengths and weaknesses identified by Board members in fulfilling responsibilities outlined in the Administrator's Job Description and the Administrator's Evaluation Form.
 2. Progress toward board approved goals for the school year.
 3. Other goals or concerns agreed on by the Board and Administrator.
 4. The Board need not limit itself to the items that appear on the evaluation form.
- D. All evaluation meetings will be in Closed Session and all evaluation reports will be treated as confidential in accordance with Wisconsin Statute §19.85(a).
- E. As necessitated by changing conditions, the Board and Administrator will review the Board-Administrator relationship.
- F. The evaluation may be completed on the District Administrator Evaluation Form, a copy of which is incorporated herein as Appendix.

SECTION VI – Change of Rules and Policies

These Rules and Policies may be changed or amended at any time at the discretion of the School Board.

Each Board member will complete a written evaluation of the Administrator. These separate evaluations will be brought to the specified December Closed Session, allowing the Board members to discuss and reach a unified decision of the evaluations. The Board will then compile a composite of their evaluations into one evaluation form to be presented to the District Administrator during a specified Closed Session. During this Closed Session with the Administrator, each Board member will be given the opportunity to comment on the evaluation. The Administrator will also be given the opportunity to react to the evaluation process. A copy of this composite evaluation, signed by the District Administrator and one copy will be kept on file by the Board President or the Board's designee.

LEGAL REF.: Sections 118.24 Wisconsin Statutes
 121.02(1)(a)(q)
 PI 3.56, Wisconsin Administrative Code
 8.01(2)(q)

APPROVED: November 18, 1987

REVISED: August 23, 2006
 September 22, 2010

APPENDIX

DISTRICT ADMINISTRATOR EVALUATION

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DISTRICT ADMINISTRATOR EVALUATION

Please indicate how successfully you rate the Superintendent on the specific items within the various categories of this evaluation instrument. Using the rating scale below, give each item a numerical response (PLEASE CIRCLE YOUR CHOICE).

- 5 Outstanding
- 4 Above Average
- 3 Average
- 2 Needs Improvement
- 1 Unsatisfactory

To obtain a mean score for each category, add all ratings and divide by the number of responses in that category . . . DO NOT COUNT ANY ITEM NOT RATED.

A. PROFESSIONAL LEADERSHIP AND PERSONAL QUALITIES

	RATING SCALE
1. Superintendent's leadership motivates others to perform and produce positive results.	5 4 3 2 1
2. Selects and maintains able personnel.	5 4 3 2 1
3. Is sensitive to others and deals with them understandingly and thoughtfully.	5 4 3 2 1
4. Shows respect, concern and warmth for adults and students.	5 4 3 2 1
5. Has the health and vitality to meet the responsibilities of the job.	5 4 3 2 1
6. Deals effectively with difficult problems or conflict.	5 4 3 2 1
7. Has a pleasing and friendly personal appearance.	5 4 3 2 1
8. Communicates ideas effectively in oral and written form.	5 4 3 2 1
9. Displays the values and ethics of effective leadership.	5 4 3 2 1

TOTAL SECTION "A" _____

Comments, Section A:

B. CURRICULUM AND INSTRUCTION	RATING SCALE
1. Provides leadership for improvement of the educational program of the district.	5 4 3 2 1
2. Places proper emphasis on instruction.	5 4 3 2 1
3. Is aware of recent findings in educational research and curriculum.	5 4 3 2 1
4. Focuses clearly on the needs of the students.	5 4 3 2 1

TOTAL SECTION "B" _____
Comments, Section B:

C. COMMUNITY RELATIONS	RATING SCALE
1. Informs and interprets the policies, goals programs and needs to the community.	5 4 3 2 1
2. Establishes an organized informational program through the news media, publications, school bulletins and events.	5 4 3 2 1
3. Informs the public and staff of accomplishments and activities of the school system.	5 4 3 2 1
4. Creates a positive image for the school district.	5 4 3 2 1
5. Works efficiently and aggressively for the best interests of the district.	5 4 3 2 1
6. Participates in community life and affairs.	5 4 3 2 1

TOTAL SECTION "C" _____
Comments, Section C:

D. BUSINESS AND FINANCE

RATING SCALE

- 1. Demonstrates fiscal responsibility. 5 4 3 2 1
- 2. Informs the Board on the fiscal state of the school district. 5 4 3 2 1
- 3. Demonstrates knowledge in the area of school finance. 5 4 3 2 1
- 4. Presents budget and business affairs to the Board. 5 4 3 2 1
- 5. Provides innovative leadership and direction in budget matters. 5 4 3 2 1

TOTAL SECTION "D" _____
Comments, Section D:

E. EMPLOYEE RELATIONS

RATING SCALE

- 1. Promotes positive labor/employee relationships. 5 4 3 2 1
- 2. Negotiates contracts within the parameters established by the Board. 5 4 3 2 1
- 3. Is accessible and visible to employee groups. 5 4 3 2 1
- 4. Is accessible and visible to individual employees. 5 4 3 2 1
- 5. Deals fairly and efficiently with employee problems. 5 4 3 2 1
- 6. Takes efficient and appropriate disciplinary action when necessary. 5 4 3 2 1
- 7. Provides a leadership role to achieve high morale. 5 4 3 2 1

TOTAL SECTION "E": _____

Comments, Section E:

F. BOARD RELATIONS

RATING SCALE

- | | |
|--|-----------|
| 1. Prepares carefully for board meetings. | 5 4 3 2 1 |
| 2. Provides ample information to enable board members to make decisions. | 5 4 3 2 1 |
| 3. Provides ample time to enable board members to make decisions. | 5 4 3 2 1 |
| 4. Is responsive to concerns of board members. | 5 4 3 2 1 |
| 5. Answers questions of board members as promptly as possible. | 5 4 3 2 1 |
| 6. Is impartial toward the board, treating all members alike. | 5 4 3 2 1 |
| 7. Has harmonious working relationship with board members. | 5 4 3 2 1 |

TOTAL SECTION "F": _____
Comments, Section F:

G. INTERGOVERNMENTAL RELATIONS

RATING SCALE

- | | |
|--|-----------|
| 1. Maintains positive relationships with governmental institutions. | 5 4 3 2 1 |
| 2. Seeks to expand and continue positive relationships with governmental institutions. | 5 4 3 2 1 |
| 3. Is associated with organizations which value and promote public education. | 5 4 3 2 1 |
| 4. Represents W-WCSD at the county, state and federal level. | 5 4 3 2 1 |

TOTAL SECTION "G": _____
Comments, Section G:

H. STUDENT RELATIONS

RATING SCALE

- | | |
|--|-----------|
| 1. Attends student activities. | 5 4 3 2 1 |
| 2. Is visible at school functions. | 5 4 3 2 1 |
| 3. Visits school classrooms and buildings. | 5 4 3 2 1 |
| 4. Acknowledges student recognition at board meetings. | 5 4 3 2 1 |
| 5. Is accessible to student population. | 5 4 3 2 1 |
| 6. Communicates to board and public regarding student achievement. | 5 4 3 2 1 |

TOTAL SECTION "H": _____
Comments, Section H:

I. GOALS

Below are listed the stated Board Goals for this school year. In the comment section describe the progress, which has been made under the Administrator's leadership to achieve these goals.

Goals:

Comments:

SECTION J. OVERALL SUMMARY

Significant Achievements:

Areas for Growth:

Superintendent Comments:

Board Comments:

Superintendent's Signature: _____ Date: _____

Evaluation Period: _____, 20____ to _____, 20____

Board President's Signature: _____ Date: _____